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Relationship between negotiation strategies and emotional intelligence of Iranian sport federations' officials

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ABSTRACT

The objective of this study is to consider the relationship between negotiation strategies and emotional intelligence in officials of Iranian sport federations. The extant paper is descriptive-correlative field survey and is an applied study. The sample population of this study includes the officials of sport federations consisted of chairman, vice-chairman, vice-chairman of women and secretary equal to 130 persons. The measurement tool is negotiation strategies questionnaire and emotional intelligence questionnaire in sport context. The statistical methods used for analysis of data include the descriptive and inferential (Spearman's coefficient of correlation) statistics. The summary of this study indicated the association between negotiation strategies and emotional intelligence, and emotional intelligence elements and negotiation strategies of sport federations' officials. The officials of sport federations have paid further attention to the competition negotiation strategy and sympathy element of emotional intelligence.

Keywords: Negotiation strategy, Emotional intelligence, Officials sports federations

INTRODUCTION

The effective negotiation skill is one of managerial skills that has key role in the achievements of interacting with the other individuals and organizations [8]. Most of professional managers are aware from importance of negotiation in the life, because spend the considerable time of their professional life for negotiation. Furthermore, their personal life is along with negotiation. Their professional success and effectiveness is affected intensively by their capability in negotiation art and technique. The negotiation is a very dynamic process and not a static flow. It means from commencing until finishing the negotiation, the negotiation process is exposed to the evaluation and change. Even before any action and reaction, two parties separately estimate the needs, interests and goals in order to assess the situation of itself and counter party. Usually, these assessments and estimations are exposed to the change and development in the interactions created in negotiation. The new information should be assessed and classified. This dynamics and changeable nature of conversation causes the complexity and difficulty. Paying attention to the negotiation, and assuming it as a dynamic process of controlled exchange of information increases the positive effects of negotiator, and minimizes the hazards arising out of deficiency and disorder in collection, hiding, disclosing or full attention to the information [14]. According to the estimations of researchers, more than 20% of managers' time is spent for negotiation [1]. The significance of negotiations is increasing by tending the organizations to systematization and constitution of workgroups as well as salient changes in the nature of

relationships between individuals and organizations. The negotiation is principally applied for establishment of a new situation that none of parties solely is able to provide it, or performed for solving the problem and conflict between two persons or organizations. In fact, the negotiation is a type of haggling which has been formalized in the conditions. The individuals use the different strategies in their negotiations, depending on their viewpoints to the raised topic and negotiation party, including the competition, cooperation and obedience. In competition strategy, the distributive haggling is used and a person attempts to avoid the realization of counter party's goals and as much as the counter party fails to achieve its goal, he gains some interests. To achieve the goal, the individual may use the tools such as threat, boasting and outfighting the counter party. In the cooperation strategy, the combined bargaining is used and emphasizes on achieving the common goals. In the obedience strategy, the negotiation party to avoid the conflict let its goals in second precedence. In such conditions, the individual to keep on its relationships to the negotiation party selects the obedience strategy [11]. The researches indicated that negotiation strategies determine the negotiation performance and achievements [2]. On the other hand, in the sport management context, founding the infrastructures of sport development has a considerable significance that indeed requires the negotiations and counsels of plenty of sport trustees. For this purpose, considering the negotiation skill is signified by sport officials which must be take into the research precedence of sport researchers and scholars. The negotiation skill has the key role for a sport official in the international and local communications that cases the individual to have better and more appropriate communications in advancement of its organization goals. Hence, considering the factors related to the negotiation strategies is very important for the improvement of negotiation skills of sport officials. Although the emotional intelligence is one of the newest concepts propounded in management context, but this topic has a considerable background under title of social intelligence. The emotional intelligence is a group of non-cognitive capabilities and skills that increases the individual's success in encountering the environmental pressures and pertinences [4]. Emotional intelligence is the subset of social intelligence that intervenes in the capability of monitoring and supervising based on its and others' emotions and excitements, differencing between them and use of this information for leading the thoughts and actions [12]. The appropriate application of emotions in the human relations, perceiving the status of self and the others, continence, sympathy with the others and positive use of emotions in thought and recognition include the subject of emotional intelligence [9]. The intelligence to apply the emotion and sensation towards the behavior leading, effective relationship to the colleges, superintendents and use of time in quality of performance for improvement of results is referred to as emotional intelligence. According to the viewpoint of Goleman, the emotional intelligence elements include self-awareness (deep and clear understanding of sensations, emotions, weak and strength points, needs and interests of self), self-control or self-management (capability of administrating the sensational, appropriate and opportune reactions in any situation), empathy or social Awareness (understanding the emotions and its different aspects in others and capability of reading the unexplainable massages), social skills (capability for management of relations to the others and capability of communicating with the people) and self-motivation (skill in applying the emotions to achieve its goals and placing in a desirable and hopeful mental situation even despite of failure and barriers) [3]. The excitements are emotional, stimulating and purposeful phenomena explaining the low durability that help us to adapt to the opportunities and challenges we encounter them in the important events of life. The extant paper intends to consider the relationship between negotiation strategies and emotional intelligence, and individual characteristics of sport federations' officials. The researches and studies applied on negotiation and emotional intelligence are provided in this study. Research report on sport organizations management including the relationship between negotiation strategy and emotional intelligence was found rarely for the basis of researches applied by the researcher. It shows that this topic has not been attracted by a lot of researchers. Nevertheless, plenty of researches are available in the general management context, the summary of which is as follows:

[16] in a study titled "effect of emotional intelligence elements on the educational advancement" indicated that only three emotional intelligence elements including self-consciousness, self-motivation and emotions understandability have significant association with educational advancement. [7] in their research titled "role of emotional intelligence in the negotiations" showed that the negotiators create the economic and communicative capital. In this study, the emotional intelligence has significant relationship to the establishment of communicative capital such as attracting the trust of the others, making the feeling of satisfaction with the relationships to the others, as well as it has significant association with the establishment of economic capital that is dependent to the results providing the negotiation performance. [15] in a study titled "how the anxiety causes the negotiators to present lesser suggestions, leave the negotiation rapidly and achieve their goals lowly" concluded that the relationship between individuals' anxiety and negotiator behavior is limited to the self-efficiency of negotiator, increase in self-efficiency reduces the destructive effects of anxiety in individuals. [13] in their research under title of "emotional intelligence in negotiators group" indicated that the dimensions of emotional intelligence have no significant association with their

performance in the negotiations. In this study, some of negotiators prior to negotiation assessed the dimensions of their emotional intelligence and at the end of negotiation found a negative relationship between their assessment and performance. The group performance is considerably affected by the level and type of interpersonal conflict in the group. [5] in a study considered the relationship between mental health and emotional intelligence and emotional creativity in the wrestler students. Summary of his study showed a significant and positive association between mental health variables and emotional intelligence. [10] studied on the relationship between emotional intelligence and educational fatigue of B.Sc. students of physical education of University of Tabriz and concluded that a negative and significant relationship exists between emotional intelligence and educational fatigue elements. [6] applied a study on negotiation strategies of sport managers and coaches of Ardebil Province and its relationship with perceived limitations and understood that the managers with perceived limitations in management, installations and equipments section use the competitive strategies, and managers with perceived limitations in equipments section use the cooperation strategies, and managers with perceived limitations in sport management section use the obedience strategies for negotiation. According to the different meanings and perspectives of emotional intelligence, the necessity of its recognition by sport officials is felt. Accordingly the managers should have a proper recognition of themselves and provide appropriate strategies towards their communications with the others including the domestic and foreign sport officials. Thus, considering the literature review, this question was raised to the mind of researchers that what is the relationship between negotiation strategy of sport federations' officials and their emotional intelligence?

MATERIALS AND METHODS

This paper is a descriptive study and the relationship between variables is correlative. As respect to the objective, this study is an applied survey and the data was collected by a field work. The population of this study consisted of all officials of sport federations including the chairman, vice-chairman, federation secretary and women's vice-chairman equal to 200 persons out of 50 state federations. The sample size equal to the population size was selected and questionnaires were provided to all samples. 130 samples including 37 women and 93 men were rejected and the same number was considered as the study sample. To collect the required data, two negotiation strategies questionnaire (Khaksar, 2008) and emotional intelligence questionnaire (Carry Ankron, 2007) in the sport context were used.

1-Negotiation strategies questionnaire: This questionnaire has been compiled by Khaksar (2008) for individuals' strategy of negotiation. In this questionnaire, three negotiation strategies (competition, cooperation and obedience) have been considered. To assess the individual's attention to each one of above strategies, 24 questions have been provided. The answer of questions has been constituted of Lickert's five-point scale which has been graded by "never" to "very continuous" options.

2-Emotional intelligence questionnaire: This questionnaire has been compiled by Kron (2007) for identification of individuals' emotional intelligence which has been considered in five aspects including self-consciousness, emotions management, sympathy, social skill and self-motivation. To assess the individual's attention to each one of factors of emotional intelligence, 25 questions have been designed. The answer of questions has been constituted of Lickert's five-point scale which has been graded by "completely disagree" to "completely agree" options, and point range is between 1 and 5.

The validity of the said questionnaires was approved by the professors of sport management course. The reliability of which was estimated by Cronbach's alpha coefficient and obtained equal to 0.78 for negotiation strategy questionnaire and 0.80 for emotional intelligence questionnaire. To extract the results of data, descriptive statistical methods such as mean value, frequency, frequency rate, standard deviation and drawing diagram and table were used for summarizing and classifying the data. Inferential statistical method (alpha range = 0.05) aiding SPSS v15 was used for testing the hypotheses. The data scale was ordinal, therefore Spearman's coefficient of correlation was used for determination of relationship between the variables.

RESULTS

The findings of this study are as follows:

Table 1- Distribution and frequency rate of demographic variables

Frequency	Percent	demographic variables	
93	71.5	M	Sex
37	28.5	F	
130	100	Total	
6	4.6	Diploma	Education
10	7.7	Associate	
59	45.4	Bachelor	
40	30.8	Mater	
14	10.8	Phd	
1	0.7	Unanswered	
130	100	Total	

As it is observed in table 1, out of 130 studied samples, 93 persons (71.5%) were men and 37 persons (28.5%) were women. As regard to the frequency distribution of studied peoples' education, 4.6% thereof were the holder of high school diploma, 7.7% associate's degree, 45.4% bachelor's degree, 30.8% master's degree and 10.8% had PhD.

In diagram 1, statistical description of negotiation strategies has been shown. As it is observed in this diagram, among the negotiation strategies elements, the competition with the mean value of 2.42 and standard deviation 4.68 has obtained the highest consensus.

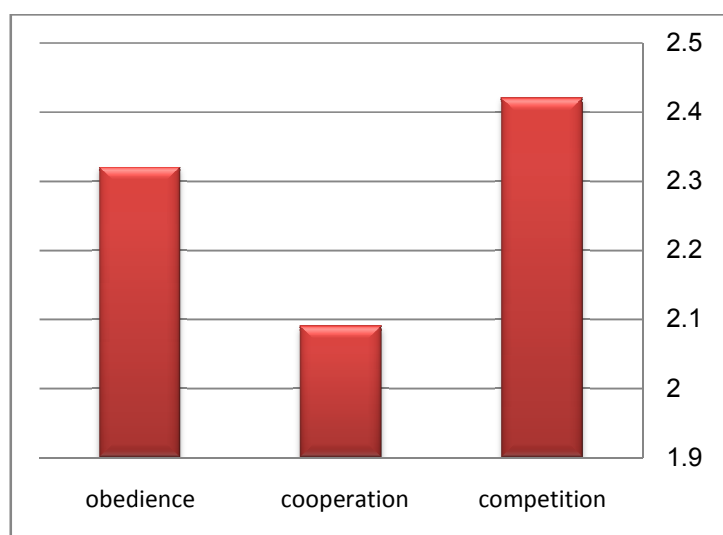


Diagram 1-Statistical description of negotiation strategies elements' scores

In diagram 2, statistical description of emotional intelligence has been provided. As it is observed in this diagram, among the elements of emotional intelligence, empathy element of emotional intelligence with the mean value of 4.17 and standard deviation 2.37 has obtained the highest consensus.

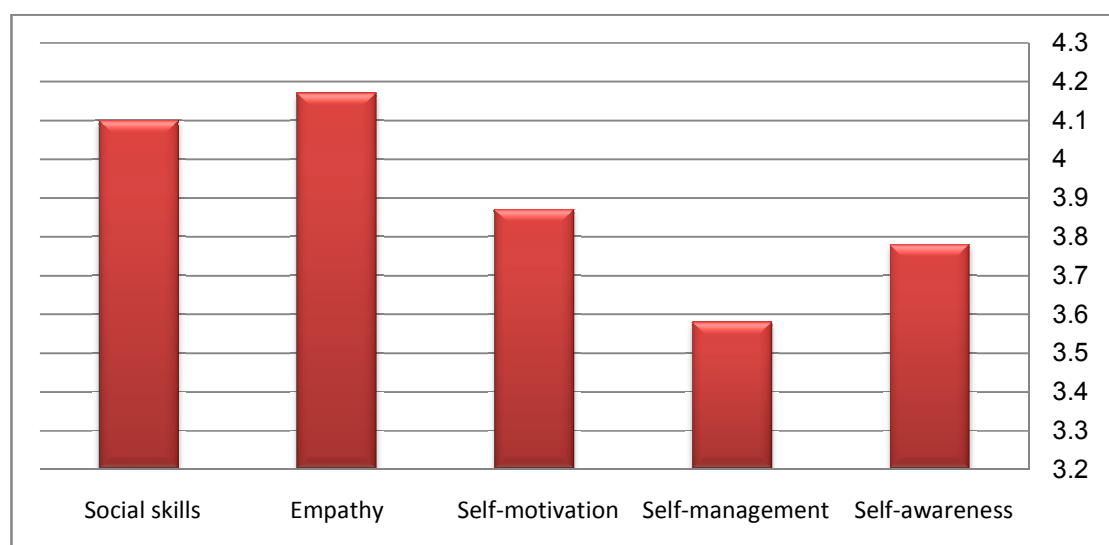


Diagram 2- Statistical description of emotional intelligence elements' scores

To analyze the data of this study, Spearman's coefficient of correlation test was used.

Table 2- Relationship between emotional intelligence and negotiation strategies

Conclusions	P	R	N	Variables
P<%1	0.000	-0.418	130	Emotional intelligence- Negotiation strategies

By virtue of above table, the significance level was calculated for the studied variables and is significant. A negative correlation exists between negotiation strategy and emotional intelligence.

Table 3- Relationship between emotional intelligence elements and negotiation strategies elements

Conclusions	P	R	N	Elements
P<%1	0.008	-0.223	130	Self-awareness - competition
P<%1	0.004	-0.252	130	Self-awareness - cooperation
P<%1	0.000	-0.389	130	Self-awareness - obedience
Not significant	0.356	-0.082	130	Self-management - competition
P<%5	0.027	-0.194	130	Self-management- cooperation
P<%1	0.001	-0.294	130	Self-management- obedience
Not significant	0.746	-0.029	130	Empathy - competition
P<%1	0.000	-0.440	130	Empathy - cooperation
P<%1	0.000	-0.345	130	Empathy - obedience
P<%5	0.023	-0.200	130	Social skills - competition
P<%1	0.000	-0.427	130	Social skills - cooperation
P<%1	0.000	-0.425	130	Social skills - obedience
Not significant	0.988	-0.001	130	Self-motivation - competition
P<%1	0.000	-0.373	130	Self-motivation - cooperation
P<%1	0.001	-0.284	130	Self-motivation - obedience

According to the above table, a significant relationship exists between all elements except emotions management and competition, sympathy and competition, self-motivation and competition. A negative correlation exists between these variables and indicates that upon increasing a variable, the other variable has been reduced.

DISCUSSION AND CONCLUSION

The summary of this paper indicated that the emotional intelligence is associated with negotiation strategies in sport federation officials. The results of this study correspond to the summary of studies applied by [7], [15]. Emotional intelligence is the capacity or capability of organizing the sensations and emotions of self and the others for effective stimulating and controlling the emotions and use thereof in communication with the others. As well as, it includes

the true evaluation of emotion and sensation in self and others, correct explanation of sensation and adaptive adjustment of emotions so that improves the level of life. The negotiation strategies are referred to as planning process in all observations and decisions made by the negotiation parties in relation to the tactics, use of resources and probable responds following the general strategy. Here, the general strategy means a plan therein the individual's demands and strategic guides have been specified. The summary of study doesn't correspond to the summary of studies applied by [13], probably because of unequal educational level, performance records, job rank, type of profession. In general, in this study the negotiation strategies are in connection with emotional intelligence of officials. According to the results, it is concluded that all emotional intelligence elements are associated with negotiation strategies of cooperation and obedience, but among the negotiation strategies of competition, only two elements of emotional intelligence are associated thereto. In this study, it seems that consciousness in negotiation skills (arising out of personal experiment or attained academically) are effective on the orientation of negotiation strategies. Negotiation strategy of competition was identified as the most common strategy among the sport federations officials, as well as sympathy factor of emotional intelligence was identified as the most common strategy among the sport federations' officials. According to the available assessments, emotional intelligence elements were identified as predicting factors of negotiation strategies among the officials. The summary of results indicated the association between negotiation strategies and emotional intelligence of sport federations' officials. Accordingly, it is suggested to pay a considerable attention to these two variables for election and appointment of federations officials. For further researches, it is recommended to examine the emotional intelligence and negotiation strategies of national teams coaches (male and female), compare the emotional intelligence and negotiation strategies in the state sport and nonsport organizations, compare the emotional intelligence and negotiation strategies in experienced and low-experienced heads, as well as compare the emotional intelligence and negotiation strategies of team and individual fields' coaches.

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